UNITED
NATIONS

A

General Assembly

Distr.
GENERAL

A/49/632
4 November 1994

ORIGINAL: ENGLISH

Forty-ninth session
Agenda item 105

REVIEW OF THE EFFICIENCY OF THE ADMINISTRATIVE AND FINANCIAL FUNCTIONING OF THE UNITED NATIONS

Implementation of the recommendations of the Joint Inspection Unit

Report of the Secretary-General

CONTENTS

		Paragraphs	Page
I.	INTRODUCTION	1 - 2	2
II.	AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT AND PLANNING	3 - 11	2
III.	ASSESSMENT OF THE ENVIRONMENTAL FOCUS OF PROJECTS FINANCED BY THE UNITED NATIONS DEVELOPMENT PROGRAMME AND OTHER UNITED NATIONS AGENCIES	12 - 26	5
IV.	CONCLUDING REPORT ON THE IMPLEMENTATION OF GENERAL ASSEMBLY RESOLUTION 32/197 ON THE RESTRUCTURING OF THE ECONOMIC AND SOCIAL SECTORS OF THE UNITED NATIONS SYSTEM	27 - 36	10
V.	GRADE OVERLAP	37	14

94-42785 (E) 141194 151194

I. INTRODUCTION

1. The General Assembly, at its twenty-seventh session, requested the Secretary-General to submit annually to the Assembly a succinct report on those major recommendations of the Joint Inspection Unit (JIU) affecting the United Nations that had not been implemented, together with the reasons for each case. Subsequently, by its resolution 32/199 of 21 December 1977, the Assembly decided that future reports of the Secretary-General in implementation of the recommendations of the Unit should provide concise information only with regard to those reports that JIU had indicated as being of interest to the Assembly, one of its Main Committees or its other subsidiary organs. In its resolution 42/218 of 21 December 1987, the Assembly requested all bodies of the United Nations system to examine closely those reports of JIU that fall within their respective areas of competence and to comment, as appropriate, on the recommendations contained therein.

2. The General Assembly also, in its resolution 44/184 of 19 December 1989, requested the Secretary-General to standardize the format of his reports relating to the work and recommendations of JIU in order to include its recommendations and any decisions of the Assembly and other governing bodies before making his comments. In addition, the Assembly urged the Secretary-General, in preparing his report, and JIU, in preparing its annual report, to coordinate their efforts in order to present to the Assembly the maximum possible information on the implementation of the recommendations of JIU. The present report is submitted in accordance with the above decisions and includes detailed information on the status of implementation of the recommendations contained in four JIU reports, which it had indicated as being of interest to the Assembly.

II. AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT AND PLANNING

(JIU/REP/90/4)

3. A report of the Joint Inspection Unit on this subject was submitted to the Economic and Social Council in 1991. 1/ The report contained six recommendations addressed to the member States of the Economic Commission for Africa (ECA), the Secretary-General of the United Nations and the United Nations Development Programme (UNDP). The related comments of the Secretary-General were transmitted to the Economic and Social Council. 2/ The Governing Council of UNDP considered the report and took some additional measures in accordance with its conclusions and recommendations. In 1993, the report was considered by the Economic and Social Council, which reiterated some of the Inspector's recommendations in its resolution 1993/68 of 30 July 1993.

Recommendation 1

> Member States should pay their contributions in a timely manner, due account to be taken of the adverse economic situation besetting most countries of the region. This could be achieved by: (a) reducing assessments to a scale which would be within the capacity of all to respect

(annex 6); and (b) making monthly payments to IDEP by direct transfer from Member States' central banks to IDEP's account (annex 6).

Recommendation 2

Eight permanent posts should be created under the regular budget of the United Nations to provide a Director, Deputy Director, Chief of Administration and five lecturers. This would erase annual uncertainty about the Institute's budget, thereby offsetting dependency on UNDP funding, notwithstanding the need for continued UNDP funding until this is fully realized.

Recommendation 3

(a) Discussions should be held with the host Government for the absorption of five General Service posts, at present assigned to cleaning and maintenance duties. Steps in this direction are under way, and should be actively pursued; (b) the number of translators and interpreters could be reduced to one permanent translator/interpreter, using freelance personnel as the need arises.

Recommendation 4

Meetings of the Governing Council should be held once a year only, immediately before the annual Conference of Ministers of ECA. Such an action would further rationalize and reduce expenses.

Recommendation 5

All arrears of assessed contributions should be paid by Member States. The original proposal of payments being made through their IPFs could be accomplished on the understanding that payments charged to the IPFs of Member States should be for current arrears, and that this facility should not be used for payment of future contributions. Such payments should start as from the next UNDP programming cycle and would create the Working Capital Fund described in paragraph 36 (f).

Recommendation 6

A broad-based Advisory and Consultancy Service, catering within the areas of IDEP's competence to the needs of Member States should be embarked upon, echoing the recommendation of the tripartite mission which emphasized that such a service is needed in Africa, now more than ever, in view of the adjustment exercises being carried out in several countries.

4. It should be recalled that the six recommendations in the JIU report are aimed at putting the establishment, staffing, funding and substantive work of the African Institute for Economic Development and Planning (IDEP) on a sound footing, so that the Institute can perform effectively in carrying out its activities and catering for the needs of the Governments of the African region. To this end, the JIU recommendations are addressed to IDEP itself and its

participating Governments, as well as the agencies and organizations providing financial assistance to the Institute, including UNDP.

5. It should be noted that UNDP, having provided funding to IDEP for many years, undertook an in-depth evaluation of the Institute in 1990-1991. The main recommendations of the evaluation report coincided fully with the objective of the JIU report for the future of IDEP. Specifically, it stated that:

(a) IDEP should discontinue its core training programming (leading to the award of a master's degree) and concentrate on short-term courses, workshops and seminars which respond to the needs of African countries;

(b) IDEP should undertake an assessment of its human resources requirements, including the suitability of the present staff;

(c) ECA and UNDP should provide the resources, essentially consultants, for IDEP to conceptualize and design projects and action plans for its new orientation;

(d) The administrative and financial control of IDEP by ECA should be reviewed urgently with a view to granting IDEP greater autonomy, flexibility and creativity;

(e) The Governing Board of IDEP should be restructured to reduce its domination by Governments and increase the participation of academic, scientific and entrepreneurial skills (a suggestion is provided for the reconstruction of the Board);

(f) UNDP should provide funding for the following IDEP projects:

(i) A project to constitute an effective advisory and consultancy unit;

(ii) A project to design and establish itself as a research organization on issues of development;

(iii) A project to develop short courses, symposia and seminars for teaching needed skills and competence on development problems to critical groups in Africa on a continuing basis.

6. Taking into account the provisions of General Assembly resolution 45/248 of 21 December 1990, UNDP reviewed its programme of support in the light of this evaluation report and within the context of its own resource availability.

7. With regard to recommendations 1 and 5, the evaluation report on IDEP came out in favour of reducing country assessments. It was considered that such a reduction would be a realistic approach to resolving the problems of IDEP, and would be logical, since IDEP expected to charge Member States for advisory and consultancy services. As for Member States paying their assessed contributions, it was agreed that such funds could come from the UNDP-provided indicative planning figures (IPFs) of the respective Member States, rather than funding from regional programmes. The funds could come, for instance, from their allocations in the training component, inasmuch as IDEP activities are believed

to be more relevant to the national IPF, in which the training aspect is different in content from one country to another. The use of each country's IPF should be settled trilaterally among the Government, IDEP and the UNDP Resident Representative in the country.

8. IDEP has prepared a strategic document for the coming years, entitled "IDEP's development orientation, 1995-1996". UNDP considers that such a strategy should address the critical issue of the Institute's relationships with its Governing Council and ECA, as well as the questions of generating resources from its own operations and of the necessary reorientation of IDEP management, with emphasis on its technical and administrative capacity. These are all linked to the important question of financial mobilization.

9. There is a strong belief that UNDP should finance only very high quality projects and back up selected specialized national training institutions, with the objective of promoting the setting up of a network of institutions which would provide expertise all over Africa.

10. In February 1994, UNDP authorized the second reviewing of the resources remaining in its project of support which it has provided to the Institute over many years, so as to prepare a resource mobilization campaign with donors.

11. With regard to recommendation 2 relating to the creation of permanent posts in IDEP under the regular budget of the United Nations, the Secretary-General has taken a number of steps in implementation of the recommendation. On the proposal of the Secretary-General, the General Assembly approved non-recurrent grants within the framework of the biennium 1992-1993, to finance four Professional posts of the Institute, thus enabling IDEP to contribute to the process of strengthening the operational capacity of ECA in meeting the challenges facing Africa in the 1990s. The General Assembly, by its resolution 47/219 of 23 December 1993, endorsed the proposals of the Secretary-General to review the need for the continuation of assistance to IDEP and to take its financial situation into account in the preparation of future programme budgets.

III. ASSESSMENT OF THE ENVIRONMENTAL FOCUS OF PROJECTS FINANCED BY THE UNITED NATIONS DEVELOPMENT PROGRAMME AND OTHER UNITED NATIONS AGENCIES

(JIU/REP/91/2)

12. A report of the Joint Inspection Unit on this subject was submitted to the General Assembly at its forty-seventh session. 3/ The related comments of the Administrative Committee on Coordination (ACC) on that report were provided in an addendum to that document. 4/ The report contained four recommendations addressed to organizations and agencies of the United Nations system, as well as to Member States. At its forty-seventh session, the General Assembly considered and took note of the report and the comments of ACC.

Recommendation 1

The integration of environment into the development process should become a permanent agenda item of agencies and organizations of the United Nations system. These bodies should include in their respective programmes and budgets and medium-term plans, appropriate measures responding to the recommendations of the World Commission on Environment and Development as well as the successive related resolutions of the General Assembly.

13. As was stated by ACC, this recommendation had been under implementation for some time. Since then it has, to a large extent, been superseded by the outcome of the United Nations Conference on Environment and Development and the institutional arrangements that have been established since then, such as the Commission on Sustainable Development and the Inter-Agency Committee on Sustainable Development.

14. As a follow-up to the United Nations Conference on Environment and Development, programmes of organizations and agencies of the United Nations system have been reoriented with a view to assisting the integration of environmental aspects into the development plans and programmes of countries, in particular developing countries. Environment has become a concern of United Nations organizations and agencies and is reflected in their medium-term plans for the period 1996-2001.

15. The members of ACC have underscored in their comments a number of activities in the area of environmental protection, which respond to this and other recommendations of the above JIU report. In the UNDP activities, for instance, 87 per cent of the country programmes in the fifth cycle include components on the environment and natural resource management and give greater attention overall to sustainable development. In the implementation of activities under the Multilateral Fund of the Montreal Protocol on Substances that Deplete the Ozone Layer, of 1987, UNDP is currently assisting 29 developing countries in the planning, preparation and execution of country programmes, projects and sectoral activities to replace and phase out chlorofluorocarbons, halons and other ozone-depleting substances. Project funding of $38.3 million was approved during the period 1991-1994. It is expected that the remaining 1994 approval could increase this amount to $60 million. In response to the United Nations Conference on Environment and Development, UNDP has launched Capacity 21, the capacity-building programme, which became fully operational in June 1993. To date, 11 donor countries have pledged a total of $33 million. Capacity 21 programmes have been initiated in 21 countries. The implementation phase of the Global Environment Facility began in 1994 with a commitment of $2 billion for the next three years. During the first half of 1994, UNDP undertook an environmental review of its entire project portfolio. The results of this study are being examined and proposals are being formulated as to how to strengthen the UNDP environmental profile in the future on the basis of the above review.

16. The integration of environment and development continues to be a major concern of the United Nations Environment Programme (UNEP) in line with the reaffirmation of its mandate in Agenda 21. Since the adoption of the report of the World Commission on Environment and Development and the UNEP-sponsored

"Environmental perspective to the year 2000 and Beyond", UNEP has been responsible for annual reporting on implementation; however, since 1993, the General Assembly no longer required this reporting.

17. In the United Nations Industrial Development Organization (UNIDO), the programme "Environmentally sustainable industrial development" has been adopted as one of the organization's five development objectives, and is supported by relevant programmes and services. The activities of the World Food Programme (WFP) in support of the environment continue to be extensive: the life-of-project value of the environmentally related components of current WFP projects is about $985 million. Projects to integrate environmental health issues into development planning and implementation have started in nine countries, with the World Health Organization facilitating the development of national structures that will create new communication and collaboration between ministries of health, environment, planning and others.

18. These are just some examples of activities of ACC members in response to Recommendation 1, which have been carried out either for a long period of time or initiated within the framework of Agenda 21 of the United Nations Conference on Environment and Development.

Recommendation 2

> There is an increasing need for a more multidisciplinary coordinated approach to the preparation and implementation of programmes by various United Nations entities involved in the management of environment. The appropriate United Nations organs dealing with coordination should be encouraged to strengthen their collaboration and to increase the tempo of their meetings to that effect.

19. The members of ACC believe that this recommendation has been implemented by establishing the Commission on Sustainable Development and the Inter-Agency Committee on Sustainable Development, which has set up a network of Task Managers for follow-up to Agenda 21, as well as strengthening some existing coordinating mechanisms within ACC. The activities in the area of coordination undertaken by the United Nations agencies and organizations include, for instance, the initiatives of WHO, in collaboration with UNEP, the International Labour Organization, the United Nations Educational, Scientific and Cultural Organization and others, for multidisciplinary action. Within the joint WHO/ILO/UNEP programme, the International Conference on Chemical Safety was held in Stockholm in April 1994, and established a new expanded mechanism in direct follow-up to the recommendations of the United Nations Conference on Environment and Development.

20. The environmental cooperation in Europe has improved considerably in recent years. The Ministerial Conference "Environment for Europe" was held at Lucerne, Switzerland, in April 1993, and another one is being prepared by the Economic Commission for Europe (ECE) for 1995. UNEP has undergone a thorough reassessment of its coordinating role following system-wide consultations. It has formulated a number of proposals concerning the future discharge of its system-wide coordination mandate in the environmental area for which the leading role of UNEP was clearly indicated in Agenda 21. UNEP is going to consider the

proposal on the need for a strategy and planning document laying the basis for joint programming, to replace the System-wide Medium-Term Plan on Environment.

21. UNIDO is collaborating closely with the UNEP Industry and Environment Programme in the preparation of technical guidelines, the establishment of national cleaner production centres and the dissemination of information on environmental issues. In cooperation with the World Bank, UNIDO is preparing guidelines for pollution prevention and abatement. The International Maritime Organization is cooperating with other agencies in such areas as the carriage of irradiated nuclear fuel, radioactive wastes and plutonium (International Atomic Energy Agency); the development of financial mechanisms to provide funds for the provision of waste reception facilities in ports (United Nations Conference on Trade and Development); regional coordination of the protection of the marine environment (UNEP); and utilization of scientific observations and analysis of the state of marine environment and the effects of pollutants (UNESCO-Intergovernmental Oceanographic Commission (IOC)).

Recommendation 3

The United Nations system should endeavour to bridge the gap between diverging positions adopted by the developed and developing countries concerning environment and development. Both groups are equally subject to severe environment degradation. A closer and more efficient cooperation between rich and poor countries is needed and should take into consideration that the poor countries, because of their limited financial and technological resources, are not in a position to contribute fully to environment conservation.

In order to put this recommendation into effect, the following measures are suggested:

(a) To strengthen the capacity of each United Nations entity involved in the management of environment so as to make the system more responsive to the needs of the developing countries to develop their own capacities;

(b) To invite developed Member States to increase their financial and technical assistance to third world nations with a view to adopting in collaboration with the United Nations system strategies that promote environmentally sound and economically viable projects;

(c) UNEP's headquarters programmes, such as preparation of environmental research studies and statistics, drafting of international conventions on environment, holding of conferences and seminars on environment, and coordinating of environmental activities of the system, should be strengthened. For this purpose UNEP's regular budget and technical cooperation funds should be increased;

(d) The potential of the regional commissions to promote regional and interregional cooperation for the benefit of environmental management should be more fully utilized and adequate provisions for such projects should be found;

(e) The United Nations officials involved in the management of environment should receive special training to educate them on their duties, authorities and responsibilities in this regard.

22. The adoption by the United Nations Conference on Environment and Development of the Rio Declaration on Environment and Development and Agenda 21 has created the basis for cooperative action by developed and developing countries. ACC member organizations are assisting Member States in this task. They have undertaken a number of activities and measures to put this recommendation into effect. Thus, for example, in response to increased demand for environment-related services, in 1994 UNIDO established the Environment and Energy Branch, which replaced the earlier coordination unit. Since 1990, the UNIDO secretariat has organized in-house training courses on particular environmental topics. Guidelines for the appraisal of the environmental effects of UNIDO projects have been developed.

23. As regards subparagraph (a) of recommendation 3, UNEP has undertaken a major initiative to strengthen the role of its regional offices in biennial programme planning and delivery. The governing bodies of UNESCO have recognized the organization's scientific and educational programmes related to sustainable development as one of its priority areas. The response of IMO to calls for strengthening the environmental content of technical cooperation programmes includes its ongoing endeavours to expand the highly successful concept of regional cooperation networks, such as ROCRAM and ROCRAM-CA in Latin America and Central America respectively, to eastern and southern Africa and the South Pacific.

24. It may be pointed out that the provisions of subparagraph (c) of recommendation 3 have been reiterated in Agenda 21 as follows:

> In order to perform all of these functions, while retaining its role as the principal body within the United Nations system in the field of environment and taking into account the development aspects of environmental questions, UNEP would require access to greater expertise and provision of adequate financial resources and it would require closer cooperation and collaboration with development organs and other relevant organs of the United Nations system. Furthermore, the regional offices of UNEP should be strengthened without weakening its headquarters in Nairobi, and UNEP should take steps to reinforce and intensify its liaison and interaction with UNDP and the World Bank. 5/

At the same time it may be noted that additional finance and expertise have hitherto not been forthcoming. Nevertheless, steps are continually taken to strengthen the ability of UNEP to coordinate with and to catalyse other organizations of the United Nations system in the area of the environment, as set out in its mandate.

25. The provisions of recommendation 3 relating to regional cooperation and the special training of the United Nations officials involved in the management of the environment are being implemented by organizations and agencies. In particular, UNDP has recruited and trained 35 sustainable development advisers and by the end of 1994 will have prepared 7 additional advisers. The National

Programme Officers will serve in UNDP country offices for an initial period of two years to further integrate environmental concerns into UNDP- supported initiatives. WFP, within its training programmes, has concentrated on providing written guidance materials on environmental matters to its headquarters and field staff, supplemented by modules in support of environmentally sound development.

Recommendation 4

The 1992 United Nations Conference on Environment and Development should play an essential role to give environment the importance it deserves in the International Development Strategy for the Fourth United Nations Development Decade. The Conference should also furnish a better basis for cooperation between rich and poor countries and produce a new form of international cooperation for preserving global resources that are appropriate to the real needs of the international community.

26. As noted earlier, this recommendation has since been implemented with the successful outcome of the United Nations Conference on Environment and Development.

IV. CONCLUDING REPORT ON THE IMPLEMENTATION OF GENERAL ASSEMBLY RESOLUTION 32/197 ON THE RESTRUCTURING OF THE ECONOMIC AND SOCIAL SECTORS OF THE UNITED NATIONS SYSTEM

(JIU/REP/89/7)

27. A report of the Joint Inspection Unit on this subject was submitted to the General Assembly at its forty-fourth session in 1989. 6/ The report contained, in addition to its conclusions, five recommendations addressed to the Secretary-General of the United Nations and the Economic and Social Council. The related comments of the Secretary-General were transmitted to the General Assembly in an addendum to that document. 7/ At its forty-fourth session, the General Assembly considered and took note of the report.

Recommendation 1

Notwithstanding any changes in the Council's functions, powers or membership as a result, for example, of its Special Commission's recommendations, the Council should proceed with the rapid implementation of the recommendations contained in its resolution 1988/77 and, in particular:

(a) Allocate not more than three days to its general debate (instead of five as at present), thus paving the way for shorter sessions;

(b) Reduce the documentation submitted for its general debate, by limiting it to matters central to its debate and discarding any document duplicating another or containing no essential analysis or information;

(c) Identify a number of major items and urgent questions requiring decisions by the Council.

28. The Secretary-General fully supported the steps taken by the Economic and Social Council towards the rapid implementation of the provisions of its resolutions 1988/77 of 29 July 1988, 1989/114 of 28 July 1989 and 1990/69 of 27 July 1990, and of General Assembly resolutions 44/103 of 11 December 1989, 45/177 of 19 December 1990 and 48/162 of 20 December 1993. During the period since the issuance of the JIU report a number of measures have been taken towards enhancing the effectiveness and efficiency of the Council. In particular, the Council's session has been reorganized around its high-level, coordination operational activities and general segments and its standing committees have been abolished. The Council has established working methods and procedures designed to reduce general discussion and promote dialogue. Furthermore, it is focusing each year on major policy issues to carry out its responsibilities, particularly in formulating policy recommendations and in the field of coordination. In addition to supporting the intergovernmental efforts to revitalize and enhance the role of the Council, the Secretary-General has taken the initiative to suggest streamlining and improving the reporting process to support the Council's deliberations. The question of restructuring of the United Nations in the economic and social fields, in particular the revitalization of the Economic and Social Council is permanently on the agenda of the General Assembly, the Council and other intergovernmental bodies.

Recommendation 2

Notwithstanding the proposals which CPC will make to the Council in 1989, the Council must endeavour to achieve the following objectives:

(a) The Council should consider streamlining its debates on coordination by, inter alia, a concentration and better preparation of documentation. The study of a limited number of coordination problems encountered by the agencies and the United Nations would lighten the Council's burden appreciably and increase its effectiveness;

(b) The Council should make greater use of the existing formal and informal coordination mechanisms. At the system-wide level, the Council should make greater use of the Director-General. At the agency secretariat level, full use should be made of informal consultations between senior officials responsible for policies, programmes and substantive activities. In the field, greater use should be made of resident coordinators and resident representatives;

(c) The Council should ensure that mechanisms of coordination remain highly flexible so as to retain within the system a malleability enabling it to cope with emergencies.

29. As indicated above, this recommendation is being implemented by the Economic and Social Council with the full support of the Secretary-General. The Council is carrying out its coordination functions by focusing on selected themes within the framework of the coordination segment and on the basis of a system-wide report prepared by the Secretary-General. In addition, the relevant

part of the report of the Committee for Programme and Coordination (CPC) and the annual overview report of ACC focus on activities having system-wide implications and those which need the attention of the Council. At the inter-agency level, ACC remains the central coordination mechanism. ACC has also undertaken a major reform effort to improve its working methods and enhance its effectiveness. Its subsidiary machinery has been streamlined and reorganized to improve its responsiveness to the policies and priorities established by intergovernmental bodies. In addition to these formal arrangements, working level day-to-day and informal contacts have continued to multiply between staff as well as senior policy-level officials of the organizations of the system.

Recommendation 3

> The Secretariat should continue to strive to ensure that the documents needed by the Council and its subsidiary bodies to perform their planning and programming tasks effectively are prepared in good time and distributed in full. The distribution of such documents as preliminary drafts or provisional versions could be one way of overcoming the delays observed and help to remove some of the obstacles resulting from the fact that meetings of the Council's subsidiary bodies overlap or are held too soon after one another.

30. As the Secretary-General pointed out in his comments on the JIU report (A/44/486/Add.1), he attaches great importance to the consultation procedure whereby intergovernmental bodies examine and comment on preliminary drafts of medium-term plan and programme budget proposals, a procedure that is required by the relevant provisions of the programme planning regulations and rules. Although the compliance with this requirement is not without difficulties, the Secretary-General has taken a number of steps in this regard, such as the submission of drafts of the medium-term plan to Member States for wide consultations; and preparation of a calendar of consultations with sectoral, functional and regional bodies regarding the programmes of the next plan.

31. Appropriate measures in this direction have also been taken by United Nations organizations, funds and programmes. In UNCTAD, for instance, there is a long-standing practice for the Trade and Development Board, through its Working Party on the Medium-Term Plan and the Programme Budget, to discuss the work programme of UNCTAD. The functions of the Working Party, established by the Board as its subsidiary body, include yearly consideration of the programme budget and the medium-term plan of the organization and examining the impact of major decisions on the UNCTAD work programme. The agenda of the Working Party also covers technical cooperation and programme evaluation. The sessions of the Working Party are scheduled in such a way that the views of Member States could serve as an input to the processes of intergovernmental review and as an important contribution to the process of integrated management set out in the programme planning rules.

Recommendation 4

> Apart from the changes that are to take place in the existing structure of the Secretariat by 1990, pursuant to the recommendations made

by the Group of 18 and on which the Secretary-General will report to the General Assembly at its forty-fourth session, the General Assembly may request the Secretary-General to take the recommendations of resolution 32/197 into account in the ongoing process of reorganizing the economic and social sectors of the Secretariat. The Secretary-General should, in particular, ensure that the new structure now being evolved makes it possible to:

(a) Achieve a more operational division of labour between DTCD, DIESA, UNOV/CSDHA and SO 8/ based on the clustering together of distinct sectors in each of these entities, as described in paragraphs 77 to 81 above;

(b) Assign to each of these entities all the necessary facilities for the effective performance of its functions, as enumerated in paragraphs 82 to 84 above.

32. The Secretary-General has undertaken a review with the purpose of defining more clearly the responsibilities and interrelationships of the basic units of the Secretariat in order to establish a basis for a more efficient, effective and coherent allocation of responsibilities in the economic and social sectors, including some adjustment with the purpose of eliminating duplication and enhancing complementarity of action.

33. In line with that approach, three new departments at Headquarters were established, the Department for Policy Coordination and Sustainable Development, the Department for Economic and Social Information and Policy Analysis, and the Department for Development Support and Management Services. This restructuring involved significant relocations of activities both to and away from Headquarters. These included the integration into the new Department for Policy Coordination and Sustainable Development of the functions of the Social Development Division and of the Division for the Advancement of Women located in Vienna, as well as the functions of the World Food Council (WFC) secretariat located in Rome, and the transfer to UNCTAD of responsibilities for transnational corporations and science and technology. Functions and resources in the areas of natural resources and energy have been transferred to the regional economic commissions.

34. One of the key objectives of the Secretary-General's restructuring initiative was that the United Nations activities in the economic and social fields should function as a single integrated programme. Some of the practical measures taken in that regard include frequent structured meetings and consultations among the Under-Secretaries-General in charge of the three new Headquarters departments and the Administrator of UNDP, and the regular meetings of senior officials in the economic and social fields, which bring together the Under-Secretaries-General of the above departments, the heads of UNCTAD, UNEP and the United Nations Centre for Human Settlements (Habitat), the executive secretaries of the regional commissions, as well as the executive heads of United Nations funds and programmes.

35. Details concerning the restructuring of the United Nations Secretariat can be found in the report of the Secretary-General (A/49/336).

36. Recommendation 5, related mainly to the functions of the Director-General and of the Office of the Director-General for Development and International Economic Cooperation, has been superseded by subsequent developments.

V. GRADE OVERLAP

(JIU/REP/91/5)

37. While JIU report 91/5 (A/47/140) does not contain any recommendations per se it should be noted that the Inspector expressed the hope, as noted in paragraph 41 of the report, that the material contained in the report would be useful for the study of the issue by the International Civil Service Commission. The Commission has in fact referred to some of the statements in the JIU report cited in the course of its review of the methodologies for salary surveys for General Service staff at Headquarters and non-Headquarters duty stations.

Notes

1/ E/1991/8.

2/ E/1991/8/Add.1/Rev.1.

3/ A/47/457.

4/ A/47/457/Add.1.

5/ Report of the United Nations Conference on Environment and Development, Rio de Janiero, Brazil, 3-14 June 1992, vol. I, Resolutions adopted by the Conference (United Nations publication, Sales No. E.93.I.8), annex II, sect. IV.

6/ A/44/486.

7/ A/44/486/Add.1.

8/ Department of Technical Cooperation for Development, Department of International Economic and Social Affairs, United Nations Office at Vienna, Centre for Social Development and Humanitarian Affairs and the Statistical Office.